

I. INTRODUCTION

Purpose of this Analysis

In June of 1996, the Town Council received from Ralph Andersen & Associates a “Final Report: Alternatives Analysis Police Department Study”. That report included:

- Documentation of the current services received by the Town from the Sheriff’s Department;
- Identification of community law enforcement needs and issues;
- Solicitation of a request for proposals to provide the Town with law enforcement services (to which only Nevada County responded);
- Analysis of alternative methods of providing law enforcement services for the Town.

Lewis-McCrary Partners was asked to review the Andersen Report, evaluate current law enforcement conditions existing in Truckee, and to provide an updated analysis and recommendations if the Town were to make a decision to proceed with the establishment of a Town Police Department — now four years later.

Comment:

A review of the reports submitted by Andersen & Associates and contrasted with current Nevada County law enforcement reported activity in the Town shows little change. Annual calls for service and crime reports taken in 1994 remain substantially the same in 1999. With the exception of three grant funded positions (School Resource Deputy, Traffic and Patrol Deputies), the Sheriff’s Department generally continues to provide services as outlined in the Andersen Report.

We were not asked to conduct a comparison between a Town Police Department and the current services provided by Nevada County. That subject was addressed at length in the Andersen Report.

Comment:

The sworn Patrol staffing proposed in the Andersen Report is based on a five-day work week — 8 hours per day. Nevada County Sheriff deputies presently, and at the

time of the Andersen analysis, work a four-day, 10 hour shift. Commencing in the mid-1970's almost all of California police agencies have adopted alternative work schedules — the most popular being the 4-10 and the 3-12. We believe it unrealistic to believe that a new police department could attract experienced, qualified and currently employed officers on the basis of a five day work week.

Comment:

The Andersen Report recommendations on compensation and other costs are lower and less inclusive than what we project in this report. Similarly, estimates for communications, records management and other recurring support services are shown in that report as less than required in today's law enforcement environment. The new cost estimates reflect increases in salary and benefits over the past four years as well as more definitive research in actual implementation estimates. In other words, what are the real costs associated with Truckee forming a police department in the year 2001 in a manner that recognizes current reality in terms of programs, staffing, support systems and contemporary technology.

Comment:

In discussions with the Nevada County Sheriff and some of his top staff, we were unable to identify any specific issues that could be discussed to determine transition impacts, mutual agreements, support, etc. While the Sheriff stated that they would cooperate with the Town if a decision is made to form a Town Police Department, at this time we could not identify any specific areas of cooperation. For example, shared facility, jail services, cooperative records management, communication and dispatch services presented by us to the Sheriff and staff resulted in their expression of doubt that such joint effort would be feasible.

In a later conversation with the Sheriff, it is clear that if the Town forms its own police department, he would be willing to discuss facility and other issues. We think it important to note here that the legal difficulties that have existed between the Town and the County since incorporation also has an impact on definitive planning efforts. It is clear to us that a number of benefits can accrue to the Sheriff's Department and Truckee through cooperation — especially facility sharing. If a decision is made by the Town to establish a police department, we believe that productive conversations can follow.

Therefore:

In terms of updating the Andersen Report, the foregoing specific findings were taken into consideration in formulating the conclusions that follow in this report.

A Philosophical Approach to Providing Police Services in the Town of Truckee

Community Oriented Policing and Problem Solving

The philosophy that should govern police service delivery in Truckee is that the members of the community join with the employees of the Town and the Police Department in accepting responsibility for Truckee's quality of life and public safety. This philosophical approach, instilled throughout the organization, implies:

- Strong relationships are forged between Police, Town employees and members of the Truckee community to identify, define and resolve individual as well as community problems and concerns;
- Employees are visibly involved and participate with the community;
- Each employee accepts individual responsibility for the resolution of issues and problems and utilizes every available resource in that resolution;
- To the extent possible, Police employees are selected from the Truckee community. (In a new department, the need to employ experienced officers who are currently employed by other police agencies will make this difficult initially, but is certainly achievable over the longer term.)
- Employees demonstrate a "can do attitude" through positive reaction to ideas and timely response, action and follow through on requests. The Town organization is characterized by Partnerships, openness and receptivity that is unconstrained by structure and specific function;

Recognizing Truckee as One Part of a Region

Based on our experience in law enforcement management and consulting, coupled with interviews of officials and criminal justice professionals in Truckee, Placer, Nevada and Sierra Counties, it is critical that Truckee see itself as one part of a larger region. The geography of the region, the existence of Interstate 80, the waterways, and the road systems, etc. all speak to the importance of the "east slope"

as a region. Just to discuss law enforcement in Truckee, it is necessary to review resource availability with Placer, Nevada and Washoe County Sheriff's Departments and the California Highway Patrol. Truckee, in our opinion, can play a key role in facilitating regional cooperation in many areas of government, especially criminal justice.

This philosophy is one of the guiding principles that resulted in some of our conclusions. Regional effort is not only the most effective approach, it is usually the most cost effective. For example, we are recommending, wherever possible, contract services and cooperative effort with other regional agencies — initially with Placer County. In the long term, we envision regional criminal justice programs and facilities that will support the law enforcement and criminal justice needs of Truckee as well as other agencies. In recent years, there have been many grant funds available to support such regional approaches to criminal justice — again underscoring the importance of such an approach — and we would expect that these funds will be available in the future.

II. SUMMARY COMMENTS

This report has been prepared to assist the Truckee Town Council in deliberating a very difficult decision: should the Town create a municipal police department or should the Town continue to contract for police services with the Nevada County Sheriff's Department? In this report, we focus on the key issues to be resolved if the Town were to form its own department, we make recommendations as to the best alternatives that exist today, but we do not make a qualitative analysis between those services presently provided by the Sheriff's Department and those the Town should expect from its own Truckee Town Police Department. This report, hopefully, will provide a basis for creative thinking and discussions over the next weeks and months.

We have structured the organization, staff and budget requirements for a Town Police Department mindful of the Town Council's concern for providing police services with a strong and active community orientation that is characterized by the direct involvement and participation of employees in the Town's activities, issues and concerns. What follows are comments designed to enhance reader understanding of the report and to address a few specific issues not addressed elsewhere in this document.

A Conservative Approach

Should the Council come to a decision to form a Town Police Department, we recommend a start date of September 1, 2001. This date meets the contractual requirements of notification to the County, and it provides for sufficient time to properly implement such an important Town function. You will note in this report that all budget estimates are calculated in terms of the September date.

As previously written, we believe that the Nevada County Sheriff's Department will cooperate in discussing issues that would be important to both the Town and the County if a Town department is formed. Because we are unable to enter into negotiations prior to that decision, we have presented alternatives that the Council can rely upon absent Nevada County cooperation. These issues primarily impact jail services and a police facility. As stated elsewhere in this report, we believe cost savings and efficiencies can accrue to both entities if some decisions can be made with mutual interests in mind.

We stand behind the budget estimates in this report. They are made with the best information available at this time and have been compared with detailed analysis of three other California police departments of similar size. What we cannot predict with absolutely accuracy is the outcome of negotiated contracts with some of the

service providers, for example, Placer County. Placer County technology services are the best of anywhere in the region, and we have confidence that they have provided us with the best information available to them. We need to remember, however, that contractual agreements require more detailed analysis than was mandated here. This is not to say that the Council cannot rely on the figures presented, it means that the expenditure budget detail could vary in certain categories. We do believe, however, that there is sufficient contingency in the budget to handle most modest modifications. We have estimated high rather than low.

The Financial Picture

When reviewing the “Expenditures Budget” (Pages 15 et seq) it is important to note that we have placed the one-time, start-up expenditures as part of the FY 00/01 Budget. These could be shown as separate items or included in the FY 01/02 Budget. We did this for compatibility with the Town’s existing Budget format.

Contract with Nevada County or a Town Police Department

The manner in which the police services contract with Nevada County is calculated makes it difficult to draw any straight-line comparisons. The Council will want some estimate, however, of projected comparative costs. Since the County, as of this writing, has not presented budget projections for the coming year, the following estimates are offered with a measure of uncertainty. Based on the absence of detailed data available to us, we are making these general comparisons with budget estimates from the current year FY1999/2000.

1999/2000	Current Truckee Public Safety Budget with Nevada County contract	\$ 2,336,000
2001/2002	Estimated * Truckee Public Safety Budget with Nevada County contract	\$ 2,966,720
2001/2002	Estimated Truckee Town Police Department Budget (page 18)	\$ 3,041,148

* 1) The “County of Nevada Compensation Study Proposed Mar-00”, recommends base salary increases ranging from 14% to 27%. Factoring benefits, number of employees impacted and cost-of-living increases, 20% was conservatively applied to projected contract increases two years from now (\$467,200).

2) The County provides contract services on the basis of approximately 93% of Substation service provided in the Town of Truckee. A Town Police Department would provide 100%. To adjust for comparison, 7% of the County cost (\$163,520) has been

included in the 2001/2002 estimates.

2001	Estimated one-time costs to the Town to establish a police department (page 16)	\$ 1,353,419
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In these estimates, staffing remains reasonably constant. Grant funded positions could change the numbers in the coming year resulting in a further reduction of the differences between County contract and a Town police department.

Revenue and Reimbursements

Once a police department is established in California, the agency becomes eligible for a variety of revenue and reimbursements. Relative minor expenditure costs budgeted herein will be offset by reimbursements. New revenues may accrue to the Town if such revenues are pursued.

Availability of Federal and State Grants

The availability of Federal and State Grants should continue over the next few years. The Town needs to actively pursue grants as a way to offset General Fund increases and enhance services. The City of Desert Hot Springs was able to secure \$ 1.5 million to assist them in establishing a new police department. Truckee is presently benefiting from grants for three deputies: Patrol, Traffic and School Resource.

Lake Patrol

The State provides funds in support of Donner Lake patrol. Funds are contained in the projected Truckee Budget to provide those services consistent with the past.

Transition to a Town Police Department

Approximately 15 months have been scheduled for transition to a new police department. During that period of time, the Town will need to begin research into funding opportunities, establish a system for recruiting employees and implement strategies to assume responsibility for police services in Truckee. The initial budget reflects \$60,000 in consulting services to assist in that process (Account 6360 Professional Services — Employee Recruitment).

The most important decision the Town will make in forming a police department is the selection of the first Chief of Police. That decision alone will prescribe the eventual level of success of the department and the quality of the service provided.

You will note that we have refrained from recommending certain “absolutes” in establishing a department. The very best law enforcement professionals will want to have a major impact on the formation of the department. We believe strongly that the Town should employ a person who exactly fits the expectations of the community and the Council. In that regard, we recommend that the Council consider the compensation of the Chief as recommended but very negotiable.

Qualifications of the Chief of Police

As a result of this project, and having experience with the Town leadership for the past five years, we suggest the following minimum qualifications for the Chief of Police. These are consistent with similar sized police organizations with a future oriented community policing philosophy.

The ideal candidate must demonstrate a commitment to the “Community Oriented Policing and Problem Solving” philosophy as defined on page 3 of this report. This commitment should be demonstrated by a definitive understanding and articulation of that philosophy. Subsequent personal history investigation should substantiate that quality. (The Town will need to distinguish between those who can talk the philosophy and those who live it.)

The candidate must have strong interpersonal qualities as well as leadership and management skills. A reputation of absolute integrity and credibility is required. He or she must “fit” with the community.

Typical of most Chief recruitment requirements: “Candidates should possess a Bachelor’s Degree in Public Administration, Administration of Justice, Sociology, Psychology or a related field, and a minimum of five years of progressively responsible management experience in a law enforcement agency. A Master’s Degree is preferred. Pursuant to the California Penal Code, possession of a POST Management Certificate, or completion of the POST Basic Course within 24 months of appointment is required.”

Why do we mention this here? Our involvement in this issue ends with this report, and as we said, the selection of the Chief is the most important decision the Town will make if the Council decides to form a police department. We have recommended the appointment of the Chief six months before the department begins functioning. Every employee appointed would be the appointment of the Chief and the success of the organization absolutely depends on those appointments. We would feel professionally remiss if we failed to mention this in this report.

We are prepared to give additional thoughts on “transition” if the Council so desires.

III. ORGANIZATION AND STAFFING: REGIONAL COOPERATION AND SUPPORT

The organization configuration recommended is based on our understanding of Truckee's law enforcement needs as well as the Town's priorities. Staffing in this model is predicated on contracting with Placer County for Computer Aided Dispatch, a Records Management System and with Placer County for Jail services. The Department is structured in three primary functions: Operations, Community and Professional Services and Administrative Support. The organization chart is shown on the following page.

It is important to note here that we believe that any recommendations contained herein should be subject to discussion and modification once the Chief of Police is selected. Because this would be a new organization, we would expect that the high level of quality and professional experience required of the first Chief would result in his or her bringing important information to the table when finalizing how a Town Police Department should initially function. We have in the Summary discussed an expected profile of the first Chief which is necessary if the Town is to be successful in this effort.

Assignments in a Department of this size will not always be "absolute". One of the benefits that accrues to a Town Department is the ability to assign priority issues to people who may not be specifically responsible for that issue but have the qualification or time to handle the effort.

Operations

This organizational unit is managed by a Police Lieutenant who is charged with the responsibility for Patrol, Investigations (Detectives), Property and Evidence management, Traffic and Parking Enforcement. Budget preparation and monitoring are additional responsibilities of the Lieutenant. The Lieutenant also serves as Chief in the Chief's absence and has a major responsibility in ensuring that these more traditional functions are tailored to the needs of the Town and conducted in a manner that is consistent with the basic philosophy of "Community Oriented Policing and Problem Solving".

Patrol:

Sergeants, as the primary first-line managers and supervisors of the Department, will also be assigned collateral responsibilities for specific programs; for example, traffic management, police reserve officers, Lake patrol, special projects, bicycle and foot patrol, etc. It is recognized that in a Department of this size, Sergeants also

assume routine patrol and enforcement responsibilities.

The Chief of Police may assign four Police Officers as “Corporals”. The Corporal serves as an assistant to the Sergeant assuming supervisory responsibility in the absence of a Sergeant. Field Training and projects or investigations requiring a greater level of expertise and experience may be assigned to a Corporal. Corporals would be required to successfully complete the POST Supervisory Course.

One Police Officer would be assigned primarily to traffic enforcement and accident prevention. This officer, however, would be expected to respond to calls for service as necessary.

The Patrol Officers would be assigned on the basis of a “4-10” or “3-12” work week. This determination should be made subsequent to the selection of the Chief of Police.

Parking Enforcement:

One civilian Parking Enforcement employee would be assigned primary responsibility for the Town’s enforcement needs. An hourly Police Assistant (1000 hours per year) will assist with special enforcement strategies and process parking citations. Police departments in California are required to process their citations and provide a system for parking citation appeal and a hearing process on disputed citations.

Investigations:

Although Town Patrol Officers would complete crime investigations to the extent possible, there are crimes that will require follow-up investigation. Those responsibilities will be performed by two Officers assigned to Investigations. Major and special crimes investigation, crime analysis and liaison with other criminal justice agencies would also be routine functions of Investigations.

Property and Evidence:

The proper handling of property and evidence that comes into the possession of the Police Department is a critical function. The Operations Lieutenant would assume primary responsibility for ensuring the integrity of the system, and a Police Assistant (1000 hours per year) would physically process and maintain all property and evidence.

Police Assistant: The Police Assistant position is a part time employee who will be budgeted at 1000 hours per year. Five such positions are recommended. They perform functions that are best handled by hourly employees because it is

a cost effective way to provide support in those areas that do not require full time attention either due to projected workload or time of day when the service is needed. These positions also provide opportunity to expose potential police officers from the community to the police service and the Department.

Community and Professional Services

One Sergeant is assigned to manage the Department's formal relationships with the community as well as to assume responsibilities for the internal functions that support a high level of quality, professional employees. Within the Department, the Sergeant is responsible for human resource management, training, and internal investigations.

In the community and working with Operations, the Sergeant develops and manages the Department's community outreach and special programs. Crime prevention activities with residents and business are key responsibilities. The Sergeant supports the Chief's efforts in fostering total community involvement in the activities and services of the Police Department and ensuring that the differing needs of Truckee's diverse communities are being addressed — elder, family, ethnic, etc.

Assigned to the same unit is the Youth Services/School Resource Officer. This Officer's community focus is primarily with youth through direct contact working with the School District and the other School Resource Officers in the region. Coordinating special programs with the Recreation District to benefit the Town's youth and further the Department's efforts at preventing youth crime and structuring productive activities is an important responsibility of the Officer. The Officer also plays a key role in supporting Operations with their contact with community youth.

Administrative Support

The Administrative Support unit provides the primary support services to the Department — executive assistant to the Chief, administrative support to the Lieutenant, records management and statistical reporting, public service to those coming to the Department facility and assistance to other Department personnel as defined by the Chief. Support is also provided to the Town and the Department by compiling and providing payroll, personnel records and other tasks necessary to sustaining the business of the Department.

This unit is staffed by an Executive Assistant, one Records Clerk and three hourly

Police Assistants (1000 hours each per year).

Staffing and Compensation

As the Organization Chart indicates, the following is the recommended staffing for instituting a Town Police Department:

Position	Number	Monthly Salary Maximum Step
Chief of Police	1	\$7,506
Police Lieutenant	1	5,290
Police Sergeant	5	4,232
Police Corporal	4	3,776
Police Officer	14	3,595
Executive Assistant	1	3,000
Records Clerk	1	2,158
Parking Enforcement	1	2,384
Police Assistant	5 Part time	(\$ 12.25 per hour)

For a start-up police department with no history, we are establishing the benefit loading at 55%. This is also consistent with the norm throughout the State. Adjustments can be made once initial actual benefits are defined. Both Nevada and Placer Counties provide additional compensation for assignment to the Tahoe Basin. In the coming fiscal year, Placer County is setting that amount at \$350 per month.

Sworn Positions	Annual Salary Max Step	Benefits @ 55%	Tahoe Basin Allowance	Sub Total	Number of Positions	Total Cost
Chief of Police	\$ 90,072	49,540	4,200 (\$350 mo.)	143,812	1	143,812
Lieutenant	\$ 63,480	34,914	4,200	102,594	1	102,594
Sergeant	\$ 50,784	27,931	4,200	82,915	5	414,575
Corporal	\$ 45,312	24,921	4,200	74,433	4	297,732
Officer *	\$ 43,140	23,727	4,200	71,067	14	994,938
Total					25	1,953,651

* At present, three Sheriff Deputies are Grant funded. If grants exist at the time a Town Department is implemented, the Town will be eligible for continued funding. If the grants end, the Town would have to assume the

responsibility for these costs whether contracting with Nevada County or not and, therefore, those General Fund costs are listed here.

Civilian Positions	Annual Salary Max Step	Benefits @ 40%	Number of Positions	Total Cost
Executive Assistant	36,000	14,400	1	\$ 50,400
Records Clerk	25,896	10,358	1	36,254
Parking Enforcement	28,608	11,443	1	40,051
Police Assistant (5000 hours, 5% Benefit)	61,250	3,062 (@ 5%)	5	64,312
Total	\$ 151,754	\$ 39,263	8	\$ 191,017

Workers Compensation and Liability Premium Increases

Based on July 1, 2000 anticipated gross premiums for Truckee, it is estimated that the implementation of a Town Police Department with the above staffing will result in increases to the Town's existing premiums of:

Workers Compensation	\$ 72,000
General Liability, Auto, Errors & Omissions	\$ 52,000

Workers Compensation is calculated in the Benefit loading as listed in the two tables. The General Liability increase is included in the Budget projections.

Compensation Estimates

The total compensation estimates are based on a variety of information from various resources in the Northern California area and Washoe County. The Town will be able to monitor salary and benefit increases over the next year to determine if adjustments should be made. We believe, however, that by budgeting at the maximum salary step, sufficient contingency funds will exist to make any appropriate first year adjustment — based on the fact that you will not normally start employees at the maximum salary rate.

**IV. 00/01 EXPENDITURES BUDGET
POLICE DEPARTMENT:
REGIONAL COOPERATION AND SUPPORT**

Personnel	Total	
5011 Wages - Regular Full-time		
Chief of Police (4 months)	30,024	
Executive Assistant (3 months)	9,000	
Police Lieutenant (1 month)	5,290	
5400 Benefits	23,022	
Total	67,336	67,336

Supplies and Services

6120 Safety Supplies		
Miscellaneous	5,000	
6335 Office Supplies		
Miscellaneous	6,000	
6345 Photocopying	1,500	
6360 Professional Services		
RMS - Software/Licensing	15,261	
MDC - Software/Licensing	18,370	
JDL - Licensing/Start-up	17,283	
Employee recruitment	60,000	
6365 Publications	500	
6370 Telephone		
City system	1,000	
T1 Line (Tahoe City)	3,500	
6620 Repairs & Maint - Office Equipment		
Dispatch equipment installations	5,000	
7050 Rent/Lease Space		
Office for Chief, Ex. Asst. (200 sq.ft.)	1,528	
7070 Rent/Lease Equipment		
Pager rental	100	
Total	135,042	202,378

Capital Outlay

8005	Furniture & Fixtures		
	Furniture	85,000	
8020	Computer Equipment		
	RMS - 3 terminals	4,500	
	Mobile Data Computers	94,325	
	Dispatch system equipment	10,000	
	Traffic radar unit	3,500	
	Mobile & Handheld radios	71,000	
	City network & word processing	30,000	
xxxx	Safety Equipment		
	Uniforms, protective wear	50,000	
	Protective vests (25)	17,500	
	Weapons	30,000	
8045	Vehicles - Police Equipped		
	Marked Ford Expedition (6)	194,496	
	Unmarked Ford Expedition (4)	112,884	
	Parking Enforce. - midsize pickup	22,800	
	Total	726,005	928,383

Capital Improvement

Remodel Town Hall for Police facility	455,000	
Construction of Holding Cells	48,000	
Total	503,000	\$ 1,431,383

NOTE:	Total	\$ 1,431,383
	Less one-time start-up expenditures	<u>-1,353,419</u>
	Balance	\$ 77,964

**V. 01/02 EXPENDITURES BUDGET
POLICE DEPARTMENT:
REGIONAL COOPERATION AND SUPPORT**

Personnel		Total
5011	Wages - Regular Full-time	
	Police Chief	90,072
	Police Lieutenant	63,480
	Police Sergeant (5 @ 11 mo.)	232,760
	Police Corporal (4 @ 10.5 mo.)	160,310
	Police Officer (14 @ 10.5 mo.)	534,244
	Executive Assistant	36,000
	Records Clerk (1 @ 11 mo.)	23,738
	Parking Enforcement (1 @ 11 mo.)	26,224
	Wages - Hourly	
	Police Assistants (5 @ 11 mo.)	56,144
5031	Overtime (@ 8 %)	74,185
5400	Benefits (incl. Tahoe Basin Allowance)	728,314
Total		2,025,471
		\$ 2,025,471

Supplies and Services

6115	Education & Training	
	POST (reimbursed)	25,000
	Miscellaneous	5,000
	Community programs	10,000
6120	Safety Supplies	
	Uniform allowance	25,000
	Miscellaneous	10,000
	Range and arsenal	7,000
	Boat Patrol	3,000
6305	Advertising	
6325	Membership & Dues	
	Professional organizations	1,500
	Travel and meetings	2,800
6335	Office Supplies	20,000
6345	Photocopying	

6350	Postage, Freight, Delivery	5,000	
6355	Printing		
	Community Outreach	10,000	
6360	Professional Services		
	Placer County - Dispatching	235,200	
	Placer County - Prisoner booking	30,600	
	Placer County - Prisoner transp.	15,000	
	Legal	8,000	
	Evidence & Lab Fees	3,000	
6365	Publications	500	
6370	Telephone		
	City system	20,000	
	Cellular phone	5,000	
	T1 Line	1,500	
6620	Repairs & Maint - Office Equipment		
	MDC system	6,083	
	RMS system	3,147	
	JDL system	4,452	
	Miscellaneous	1,000	
6920	Vehicles - Mileage	1,000	
6970	Vehicles - Maintenance, Replacement, Fuel		
	Marked (6) - 3 yr.	108,000	
	Unmarked (4) - 5 yr.	24,000	
	Parking Enforcement (1) - 5 yr.	4,000	
7050	Rent/Lease Space		
	Town Hall - Police facility	160,440	
	Town Hall - Holding cells	458	
7070	Rent/Lease Equipment		
	Reproduction	12,000	
	Pager (28)	2,800	
xxxx	General Liability Premium	52,000	
yyyy	Police Reserve Program		
	(3000 hrs. @ \$19)	57,000	
	Expenses	17,000	
Total		896,480	\$ 2,921,951

NOTE: If the Budget was adjusted for a July 1, 2001 start date:

Total	\$ 2,921,951
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Adjustment for full year	<u>+ 119,197</u>
FY 01/02 Expenditures Budget	\$ 3,041,148

VI. TECHNOLOGY ALTERNATIVES

This part of the report is to define and assess the various technology applications and alternatives that would be necessary to support a Town Police Department. While these may not be fully implemented in many police departments, contemporary technology advances indicate that the Town would be at a technological disadvantage were it not to plan to implement contemporary systems. The disadvantage would be threefold: one, inability to access data and communicate in the most efficient manner, two, inability to readily access information in other criminal justice agencies using contemporary technology, and, three, a loss of investment in systems that would have to be abandoned for technology upgrades in the near future.

Computer Aided Dispatch and Records Management System

These are typically integrated systems that provide a variety of benefits to the organization. Computer Aided Dispatch systems facilitate the management of calls for service, calls status, individual officer activity, non-verbal communication, access to criminal and records data, as well as providing statistical information for police management and planning purposes. Records Management systems are what the title implies. Among other benefits, these systems provide for input, processing and linking of information, maintenance of records — management as well as criminal, and generate statistical data for legally required reports. While these systems support core police requirements, they can be also be used to provide for individual community needs. This kind of technology has been developed over the years to replace or enhance and support direct employee involvement in the management of information and police services.

Further explanation of the components of such systems is best seen by examining one of the alternatives — the one we recommend — contract with Placer County Sheriff's Department.

Alternative 1 — Contract for RMS/CAD Services with Placer County Sheriff:

In this scenario, the Town would “add on” to the existing RMS and CAD systems used by Placer County. The Town would not have to purchase and maintain the basic system equipment and applications software. In essence, the Town needs would be met as additional “units” of Placer County, but with the ability to manage Town records and information within the larger system.

Records Management System

The Truckee Police Department would have full access to Placer County's RMS. The Town would input all of their own reports, field interrogation information, citations and other records. This system also allows Truckee to input and access information for management and investigative purposes. These records would be available, not only to the Town PD, but also to other agencies with access to the Placer County system.

Justice Data Link

The JDL allows all participating agencies to access each other's records. With this feature, police officers in the field can make a single query from a mobile data computer and perform records checks with every agency in Placer County in addition to Truckee records. Placer is now in the process of linking with Sacramento and Washoe Counties. Nevada County has yet to commit to participation.

Mobile Data Computers

MDC's are installed in field patrol vehicles to allow officer access to the information outlined above as well as providing for Statewide information functions through the California Law Enforcement Telecommunications System (CLETS), car-to-car messaging and dispatching via the MDC.

Dispatching Services

Contracting with Placer County for communications and dispatch services would eliminate the need for a fully staffed Truckee Police Dispatching operation. The Sheriff's Communications in Tahoe City can provide full "911" and dispatch services.

Alternative 1 Cost Estimates:

Equipment Acquisition and Annual Costs

	<u>First Year</u>	<u>Annual</u>
RMS (3) Terminals * @ \$1500	\$ 4,500	
(3) Software/Licensing @ \$5087	\$ 15,261	
System Fees & Maintenance @ \$1049		\$ 3,147

[* Records, Investigations, Administration]

	<u>First Year</u>	<u>Annual</u>
MDC (7) Mobile Computers * @ \$13475	\$ 94,325	
(5) Software/Licensing ** @ \$3674	18,370	
(7) System Fees & Maintenance @ \$869		\$ 6,083

[* 6 - Patrol vehicles, 1 - Traffic vehicle]

[** Charge per concurrent user]

JDL (8) Licensing/Start-up @ \$2469	17,283	
System Fees & Maintenance @ \$636		4,452

Dispatching Services

System equipment	10,000	
T1 Line Truckee/Tahoe City	3,500	1,500
Installation	5,000	
Annual Calls for Service (7,000* @ \$33.60)		\$235,200

[* Based on Nevada Co. data]

TOTAL COST ESTIMATES ALTERNATIVE 1:

Annual Service	\$ 250,382
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First Year: Equipment, Fees, Services	\$ 168,149
(Annual adjusted for	
11 months service)	\$ 229,517

First Year Total	\$ 397,666
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Alternative 2 — Purchase RMS/CAD System and Provide Town Communication and Dispatching Services

This alternative calls for the Town purchasing a RMS/CAD system that would be Town owned and maintained. Dispatching services would then be staffed and provided by Town employees. In the event that a decision is made to implement this alternative, the system should be compatible with other jurisdictions in the region. The reasons for not recommending this alternative are: system cost and expected shelf life, maintenance costs, and the necessity to employ five additional people to perform the dispatch function. A larger department may be able to identify reasons to implement this alternative — primarily to provide services on a contract basis for other agencies. This is not the case in Truckee.

Alternative 2 Cost Estimates:

Equipment Acquisition and Annual Costs

	<u>First Year</u>	<u>Annual</u>
RMS/CAD Purchase and Maintenance	\$ 450,000	\$ 60,000
Radio System * Purchase and Maintenance	400,000	15,000

[* Base station, dispatching consoles,
mobile and handheld radios, installation]

Personnel Costs

(1) Dispatch Supervisor (\$33,828/13,531 benefits)	47,359
(4) Dispatchers (\$31,464/12,586 benefits x 4)	176,200
Overtime estimate	22,000

<u>Supplies and Services</u>	6,800
Meetings \$500, Training 2,500, Supplies 2,000, Uniforms 1,000, Office 800	

TOTAL COST ESTIMATES ALTERNATIVE 2:

Annual Costs		<u>\$ 327,359</u>
First Year (Equipment)	\$ 850,000	
First Year Services (adjusted for 11 months)	<u>300,080</u>	

\$1,150,080

VII. JAIL SERVICES ALTERNATIVES

The provision of Jail services is one of the more difficult to assess and estimate based on the fact that whatever is done should be considered temporary in terms of a regional goal to build a “regional criminal justice center” that would, among other function, provide for jail services.

As we see it, there are four alternatives currently available to the Town in dealing with the housing and transportation of prisoners:

- Build, staff and operate a Town Jail;
- The second alternative consists of two elements:
 - First, contract with Nevada County to book and house Town prisoners in their current facility in the Town. This option is only available if the County continues to staff and operate that facility if the Town forms its own Department.
 - Second, also involves this facility. It would require the Town to lease the current Sheriff's facility and for the Town to staff and operate the jail facility.
- In the third alternative, the Town builds a temporary holding facility in the Town Police facility and prisoners are transported to Placer County, Tahoe City facility, for housing. This option would require the purchase of a prisoner transportation van and the hiring of two transportation officers. Truckee Patrol Officers would have to transport prisoners when transportation is not available. During difficult weather conditions or when the Tahoe City facility is at capacity, problems could arise with holding prisoners in a temporary facility if they could not be transported. At those times, prisoners would have to be taken to Nevada City for booking.
- The fourth alternative requires that the Town build a temporary holding facility in the Police Department for the booking and release of those arrested for misdemeanors. All other prisoners would be taken to Placer County Sheriff's Tahoe City Facility for booking by the arresting Truckee Officer. Placer County Transportation Deputies

would then transport prisoners to the Nevada County Jail for housing if they cannot post bail. Nevada County would then transport the prisoner to court for arraignment. A similar contractual arrangement could also be discussed with Nevada County if they continue to operate a custody and transportation system between the Town and Nevada City. This alternative does require that Truckee Officers leave the Town for periods of time to transport and process the prisoner into the Tahoe facility.

Selecting a viable option is difficult due to the uncertainty of what Nevada County will do with their Substation and jail facility if a Town Police Department is formed. In all cases creativity flexibility will be needed in the transportation and housing of prisoners. As many prisoners as possible must be released on a promise to appear. Persons arrested for felonies or warrants, in most cases, must be held pending the posting of bail or taken to court for arraignment. In all but one the aforementioned options, (Nevada County continues to operate the Truckee jail) the Town must build a booking and temporary holding facility in their Town facility.

Alternative 1 — The Town Builds and Operates an 8 to 10 bed Jail Facility

Alternative 1 Cost Estimates:

	<u>First Year</u>	<u>Annual</u>
<u>Construct an 8 to 10 bed Town Jail</u>	\$ 200,000	
<u>Personnel costs</u>		
(4) Jailers (\$33,804/13,521 benefits x 4)		\$189,300
<u>Operating costs</u> (Supplies, food, medical, etc.)		25,000
<u>1000 sq ft lease factor Town Hall</u> (@ \$1.91 annual)		22,920

TOTAL COST ESTIMATES ALTERNATIVE 1:

Annual Service	\$ 237,224
First Year: Jail construction	\$ 200,000
(Annual adjusted for 11 months service)	217,459

First Year Total	\$ 417,459
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Alternative 2 — Booking at the Truckee Substation Jail

- 1) This alternative calls for booking and housing felony and warrant arrest prisoners at the Truckee Substation Jail operated by Nevada County at the current 7 day, 24 hour. All other prisoners would be booking and released at the Town Police Department.

Alternative 2 (A) Cost Estimate

	<u>First Year</u>	<u>Annual</u>
240 Bookings per year @ \$120.00		\$ 28,800
TOTAL COST ESTIMATES ALTERNATIVE 2 (A)		\$ 28,800

- 2) The Town operates the current Nevada County Truckee Jail facility as part of leasing the building from the County for a Town Police Department.

	<u>First Year</u>	<u>Annual</u>
<u>Upgrade Existing Jail Facility</u>	\$ 50,000	
<u>Personnel costs</u>		
(4) Jailers (\$33,804/13,521 benefits x 4)		\$ 189,300
<u>Operating costs</u> (Supplies, food, medical, etc.)		\$ 25,000

TOTAL COST ESTIMATES ALTERNATIVE 2 (B):

Annual Service		\$ 214,300
First Year: Jail upgrade	\$ 50,000	
(Annual adjusted for		
11 months service)	196,438	
First Year Total	\$ 246,438	

**Alternative 3 — Town Builds a Temporary Holding Facility
and Provides Transportation to Placer County
Tahoe City Jail for Housing**

Alternative 3 Cost Estimates:

	<u>First Year</u>	<u>Annual</u>
<u>Construct a Temporary Holding Facility</u> (3 cells at the Town Police Dept.)	\$ 48,000	
<u>Personnel costs</u>		
(2) Jailers (\$33,804/13,521 benefits x 2)		\$ 94,650
<u>Transportation Van</u>		38,000
<u>Operating costs</u> (supplies, medical, fuel, etc.)		25,000
Police Facility Space Lease (240 @ 1.91)		458

TOTAL COST ESTIMATES ALTERNATIVE 3:

Annual Service		\$ 158,108
First Year: Holding Facility construction	\$ 48,000	
(Annual adjusted for		
11 months service)	144,936	
First Year Total	\$ 192,936	

**Alternative 4 — Truckee Officers Transport Felony
and Warrant Arrests to Placer County Tahoe City
Facility for Housing**

Alternative 4 Cost Estimates:

	<u>First Year</u>	<u>Annual</u>
<u>Construct a Temporary Holding Facility</u> (3 cells at the Town Police Dept.)	\$ 48,000	
<u>Police Facility Space Lease (240 @ 1.91)</u>		458
<u>240 Bookings at Tahoe City</u> (240 @ \$127.50)		\$ 30,600
<u>Contract with Placer County to transport</u> <u>150 prisoners to Nevada County</u> <u>Jail from Tahoe City (@ \$100)</u>		\$ 15,000

TOTAL COST ESTIMATES ALTERNATIVE 4:

Annual Service		\$ 46,058
First Year: Holding Facility construction	\$ 48,000	
(Annual adjusted for		
11 months service)	42,218	
First Year Total	<u>\$ 90,218</u>	

VIII. THE POLICE FACILITY

We are aware that the Town is following a policy that current facility strategies should be viewed as short term probably in the area of ten years. During these ten years, an overall long term plan for civic facilities would be developed, sited and construction started. It is our opinion that the same ten years will bring a regional criminal justice strategy and facilities to the Truckee area. Therefore, no effort has been made to examine issues relating to a permanent police facility.

The issue of a police facility is one of the most difficult to predict at this time. The primary reason for this is that one of the best options for the short term would be to lease the current Nevada County Sheriff's Truckee Substation and come to a cooperative agreement with the Sheriff's Department on sharing that facility to support their east County patrol and detention functions. Unfortunately, we are unable to begin constructive discussions on that and other options involving Nevada County until a formal decision is made to institute a Town Police Department. We believe that if such a decision is made, the County will take a more active position in pursuing cooperative arrangements. It would not be in the interest of their constituents or the safety of their east County residents and deputies to do less.

Alternative 1 — Town Hall Police Facility

The current Truckee Substation is approximately 6850 square feet and houses a small jail facility, a small dispatch area and an equipment room. Storage needs, for the most part, are fulfilled by use of portable, "roll-off" storage containers located outside of the building. To initially house a Town Police Department would require 7,000 square feet without a jail and dispatch area. A jail to house eight to ten prisoners would require approximately 1,000 square feet.

It is our understanding that the Town is leasing unused areas of the new Town Hall. The market value of housing the police facility at the Town Hall is estimated as follows:

Lease Rate is \$1.45 sq. ft., \$0.22 for cleaning and maintenance, and \$0.24 for utilities.

Monthly lease value of a 7,000 square foot police facility @ \$1.91 is \$13,370.

We are estimating remodeling costs at a maximum of \$65 sq. ft.

Annual Town Budget allocation to the Police Department for Town Hall space:	\$ 160,440
Remodel Facility for Police use:	455,000
	<hr/>
First Year Estimate:	\$ 615,440

Alternative 2 — Space Leased Other Than Town Hall

If locating the police facility at Town Hall is not the best solution, then the other option would be to lease another facility in the Town. We would expect that the cost for locating the Police Department in a facility other than Town Hall would not exceed the estimates for Town Hall lease (Alternative 1 above).

Alternative 3 — Acquire Nevada County Truckee Sheriff's Substation

It may be that evaluation over the coming months may prove Alternative 1 to be the best option, however, as we have previously indicated, we believe an agreement between Nevada County and the Town to be the best option at this time for locating a Truckee Police facility. Numerous reasons of mutual benefit exist to support such an arrangement, among which are:

- A Jail currently exists at the Substation and would only need upgrading;
- An agreement could be made to provide office space for any Deputies assigned to the east County;
- Sheriff presence in that facility would support their responsibilities to the Court that is located on the next property;
- The Town could remodel the Facility and enter into an agreement that we believe would be of less start-up and annual cost than locating at Town Hall.

However, as indicated, exploration of this concept cannot be pursued until the Town makes a definitive decision on the future of Truckee law enforcement services. We have no other alternative for the purpose of this report but to base facility costs on locating at Town Hall.

APPENDIX

Compensation Survey

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May 9, 2000

**To: Members of the Council and Town Manager
of the Town of Truckee**

In response to your request, we have prepared the following report to assist you in discussing the feasibility of a "Truckee Town Police Department". We recommend that you also review the "Final Report(s)" submitted to you in 1996 by Ralph Andersen and Associates. While the organization, staffing and financial projections differ from ours, we think it would be well to revisit those areas that we did not address in this report.

We believe that you can rely on the organization and staffing recommendations presented herein. As you know, we have in excess of 55 years practical experience in city and police management — 14 years at the Chief level — and a total of 30 years consulting with municipal and police agencies. We, therefore, feel comfortable in making these recommendations for a new police department in the Town of Truckee.

We have focused on a police service strategy heavily involved with the community. Prior to the start date for a new department, as example, employment projections provide time for direct community involvement, learning and meeting people for every employee.

It is stated in the report, and we want to reiterate here that we believe the financial projections — especially the start-up costs — provide sufficient contingency funds to provide you with a comfortable amount of flexibility over the next few years. If a decision is made to form a municipal police organization, we believe it should be done with a clear understanding of the possible cost implications. To the extent possible with the data available today, we believe we have provided that information.

William C. Lewis

Michael R. McCrary